Montgomery County 311
Quarterly Performance Review

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September 16th , 2011

CountyStat

CountyStat Principles

- **Require Data-Driven Performance**

- **Promote Strategic Governance**

- **Increase Government Transparency**

- **Foster a Culture of Accountability**

Agenda

- **Status of Follow-Up Items**

- **MC311 Customer Service Center Utilization**

- **MC311 Performance Measurement**

- **MC311 Service Request Generation**

- **Discussion of MC311 Customer Survey Data**

- **Next Steps / Follow Up Items**

Meeting Purpose

- **Report quarterly results of the ongoing monitoring of MC311 operations for operational efficiency and effectiveness.**

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Status of Follow-Up Items

- **Examine overall County strategy for communicating with residents on issues of service and information provision at future CountyStat session.**

  In Progress

- **Further analyze text responses from MC311 customer survey to determine root cause for low level of satisfaction in departmental service provision.**

  In Progress

- **Calculate volume of repeat MC311 callers and compare findings to other 311 systems.**

  In Progress

- **Determine cause for decrease in survey response rate.**

  Complete

- **Refine performance metrics for call handle time and accuracy rate.**

  Complete

- **Examine nature of Department of Permitting Services customer requests and conduct CountyStat follow-up session**
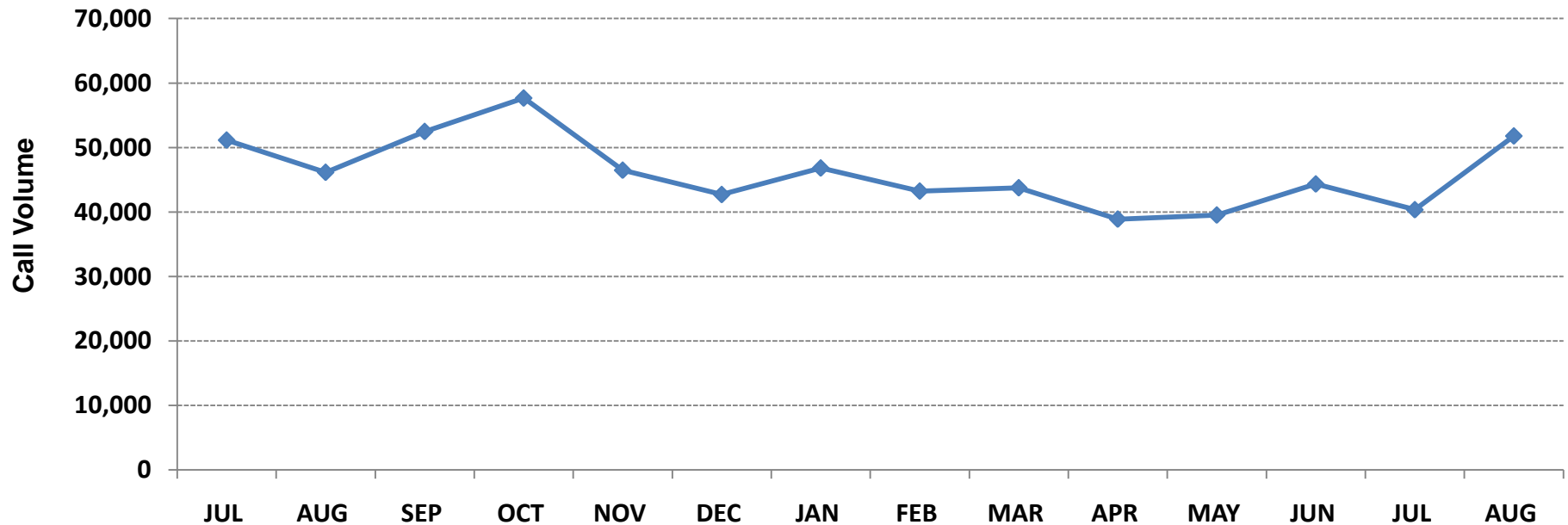
  In Progress

MC311 Customer Service Center Utilization:
Customer Service Center Call Volume Since Official Launch

Since July 2010, MC311 averaged 46,101 calls a month.
Comparison of August 2010 to 2011 demonstrates a 12% increase in call volume.

JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
51,150	46,159	52,480	57,658	46,484	42,714	46,823	43,245	43,763	38,902	39,539	44,350	40,362	51,785

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MC311 Customer Service Center Utilization:
Customer Service Center Weekly Call Volume
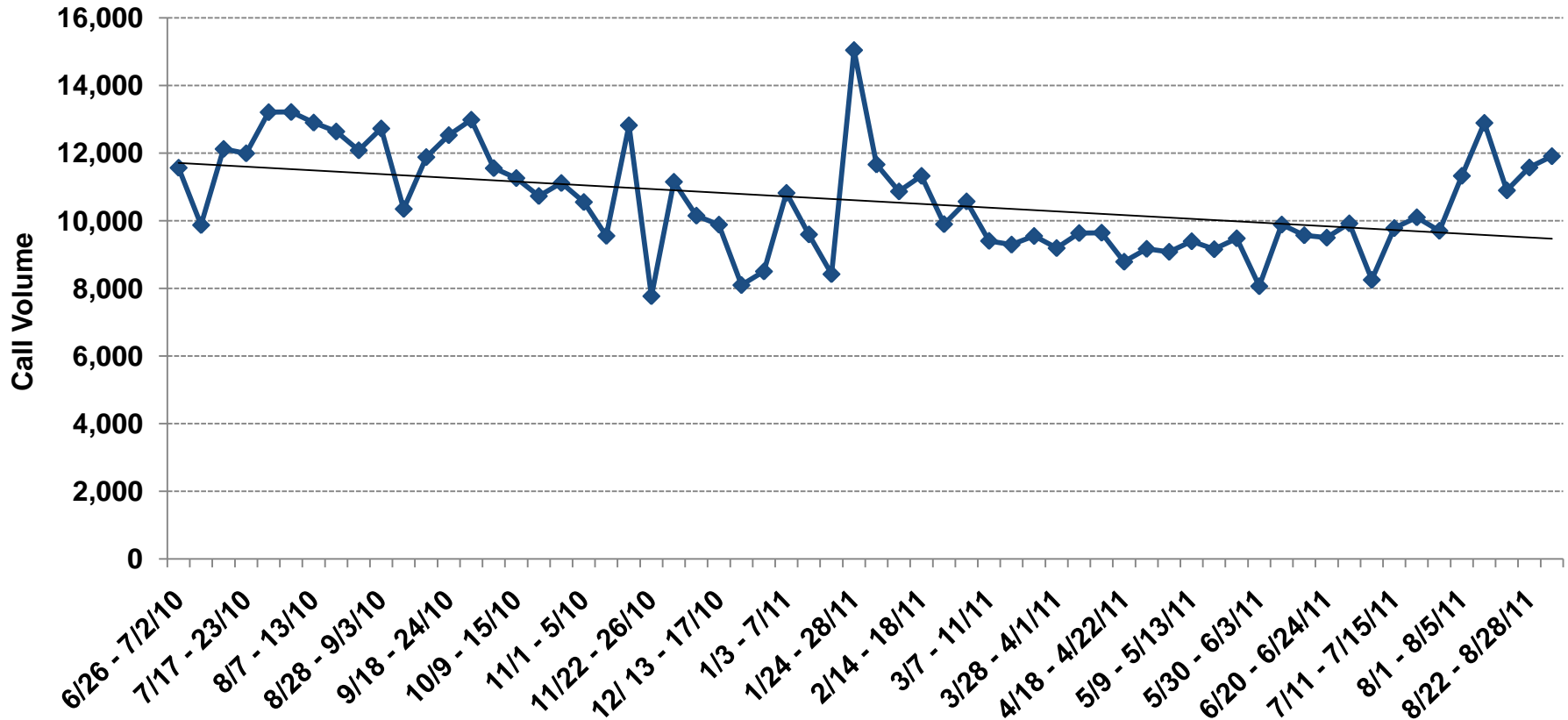
MC311 experienced its largest spike in weekly call volume during the major winter storms in late January and overall call volume demonstrates a downward trend despite a recent uptick in activity

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MC311 Customer Service Center Utilization:
Percentage of Customers Dialing "311" Opposed to Legacy Phone Numbers
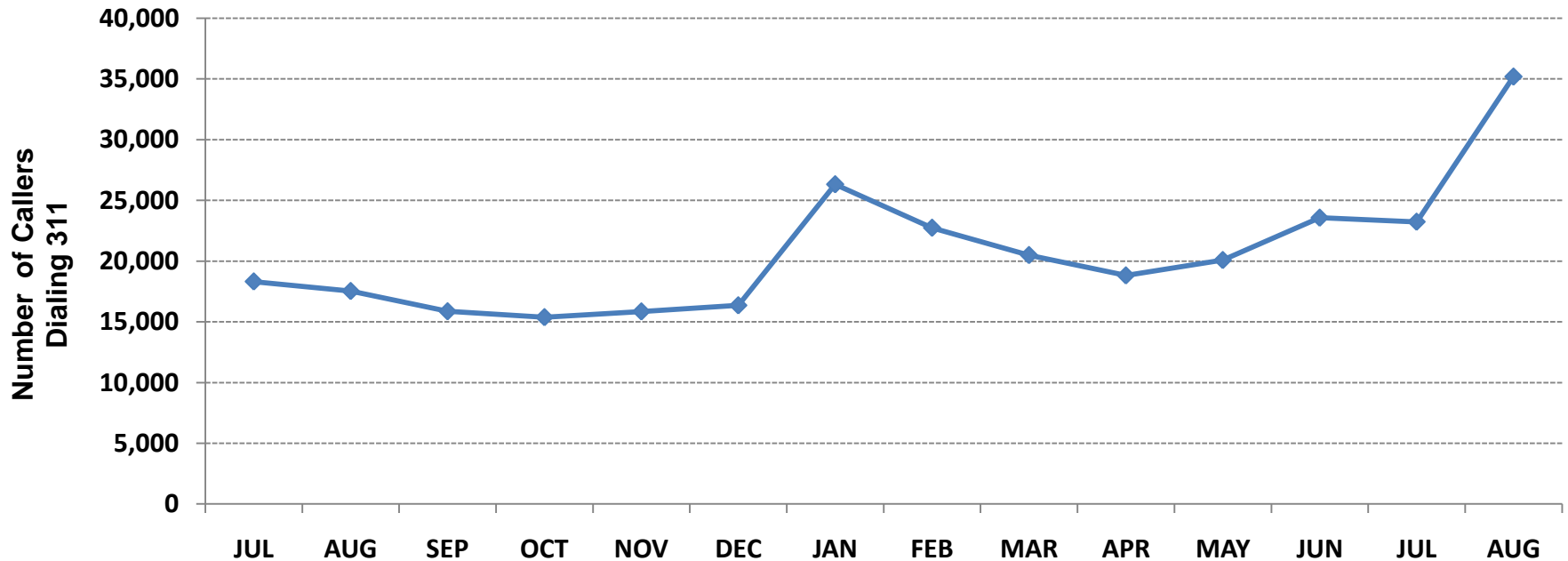
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Dialing "311"	18,319	17,531	15,860	15,376	15,848	16,353	26,321	22,742	20,492	18,816	20,082	23,570	23,236	35,188
"311" Dialed % of Total	36%	38%	30%	27%	34%	38%	56%	53%	35%	35%	36%	37%	40%	49%

MC311 Customer Service Center Utilization:
Web Portal Utilization Metrics
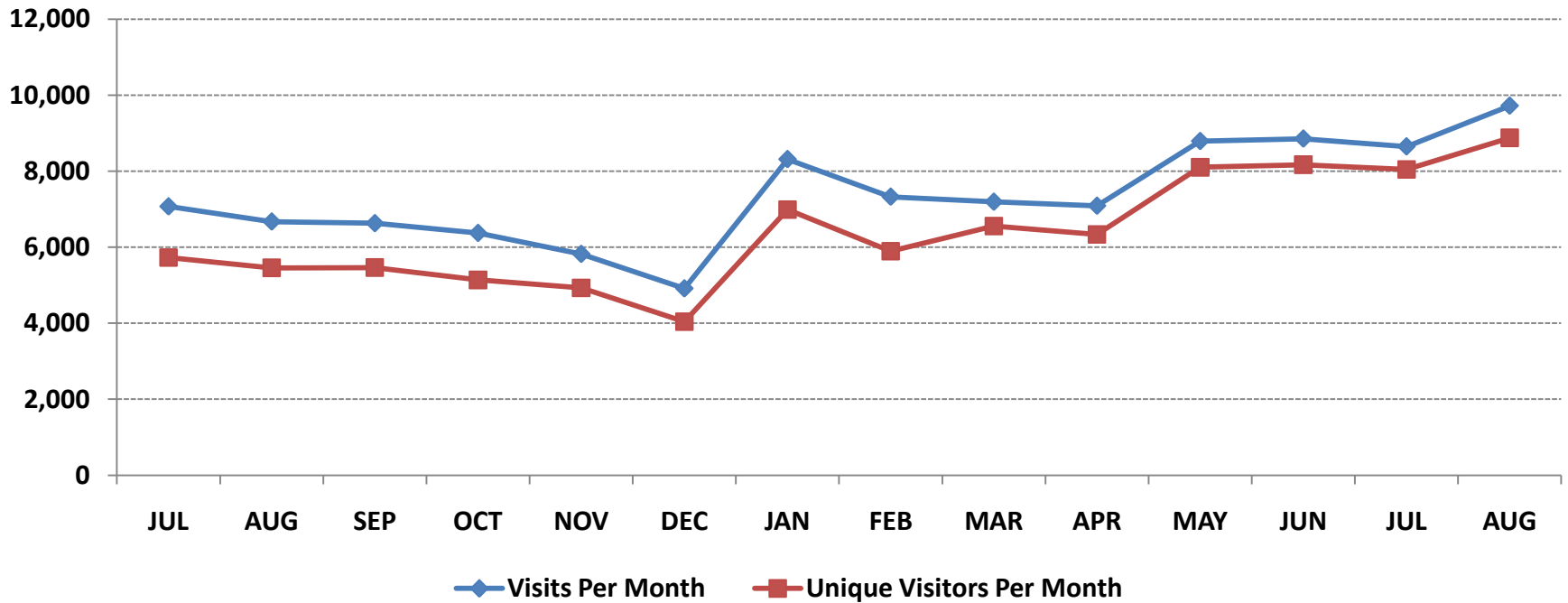
Category	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Visits Per Month	7,073	6,674	6,631	6,374	5,822	4,915	8,316	7,328	7,195	7,090	8,791	8,856	8,651	9,722
Unique Visitors Per Month	5,728	5,458	5,465	5,140	4,929	4,038	6,992	5,894	6,555	6,338	8,104	8,171	8,047	8,879

MC311 Customer Service Center Utilization:
Web Portal Page Views Per Week

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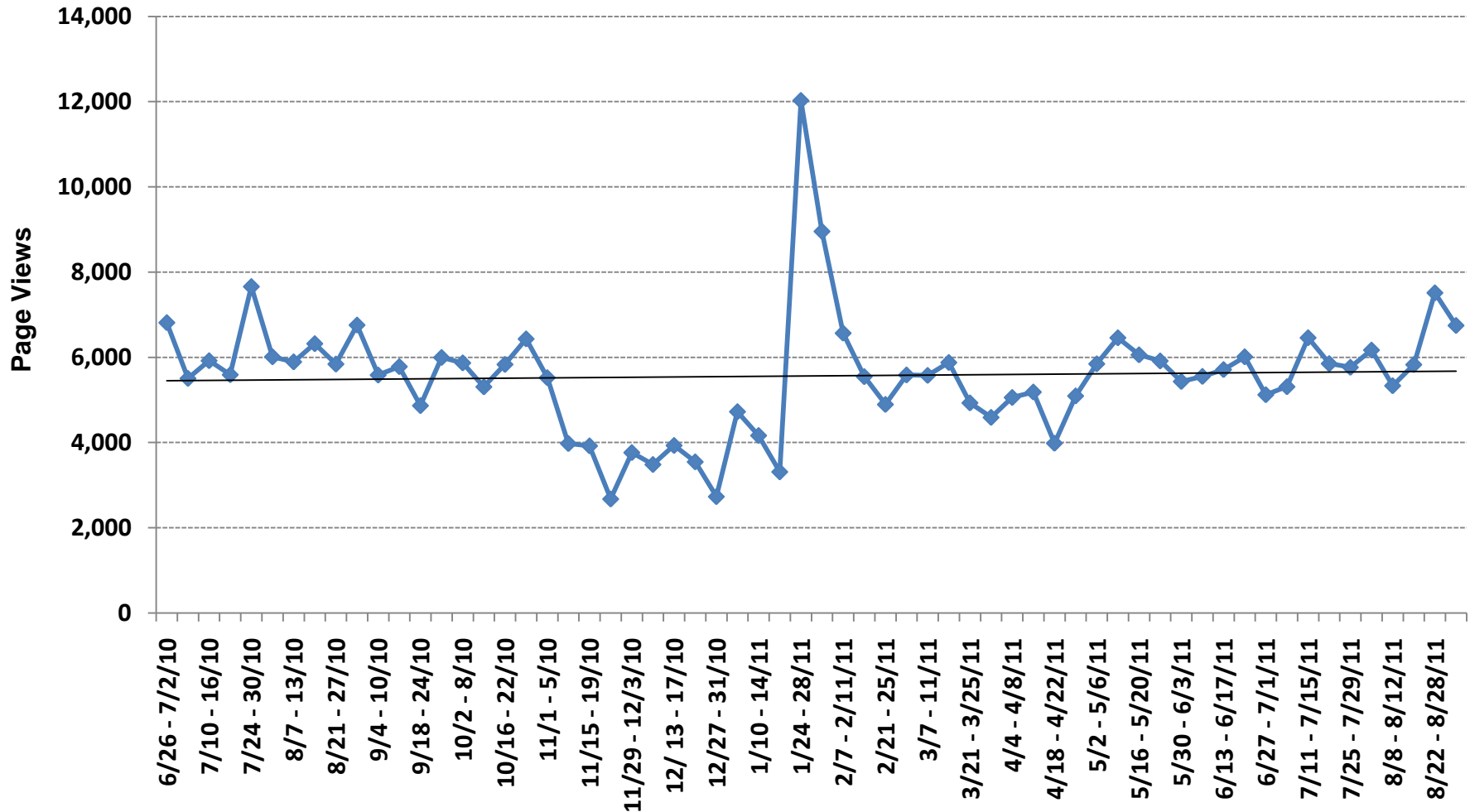
MC311 Customer Service Center Utilization:
Service Requests Generated Via the Web Portal
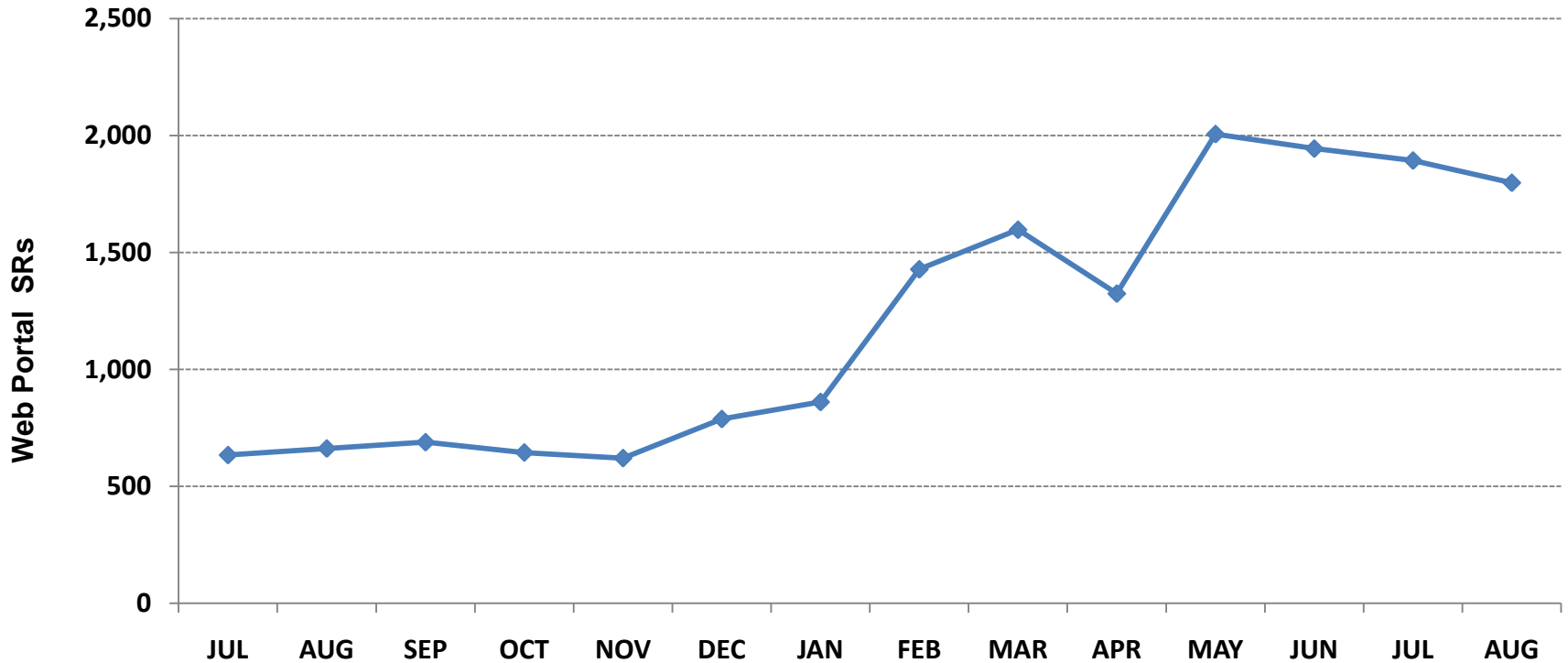
JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
50	153	269	324	317	353	480	1,302	1,597	1,324	2,006	1,944	1,893	1,798

MC311 Customer Requests Generated

Since March, total Customer Request creation has become much closer to total CRs generated due to improved CSR call management.
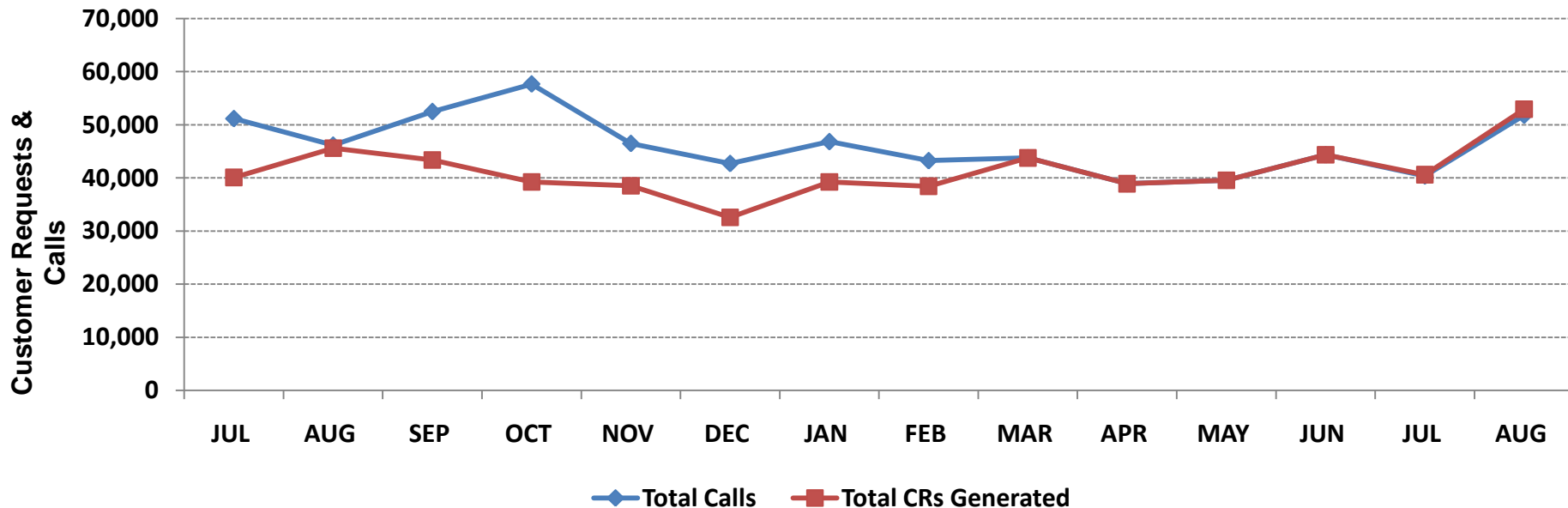
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Total CRs Created *	40,084	45,594	43,381	39,241	38,511	32,579	39,236	38,426	43,887	39,428	40,562	44,343	40,595	52,945
Total Calls	51,150	46,159	52,480	57,658	46,484	42,714	46,823	43,245	43,763	38,902	39,539	44,350	40,362	51,785
% Calls Resulting in CR	78%	99%	83%	68%	83%	76%	84%	89%	100%	101%	103%	100%	101%	102%

* Excludes Web Portal CRs created

# MC311 Customer Service Center Call Types:
Intake Category Statistics

Request Type	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
General Information	26,039	28,975	28,801	26,099	24,972	24,080	28,017	25,309	27,826	25,302	24,979
Service Request Fulfillment	13,890	15,144	13,183	11,346	11,703	10,617	10,443	10,672	12,592	11,376	13,218
Referral	7,588	8,850	7,678	7,565	7,732	6,574	6,571	5,706	4,445	3,532	3,709
Compliant/ Compliment	1,034	939	897	759	738	778	829	693	624	542	663

Request Type	JUN '11	JUL '11	AUG '11
General Information	27,190	27,414	34,644
Service Request Fulfillment	12,877	12,002	12,082
Referral	4,110	3,411	4,244
Compliant/ Compliment	960	695	556

MC311 attributes the increase in general information calls during the month of August to storm emergency response and advertisement of 311 in the media.

MC311 Customer Service Center Call Types:
Intake Category Statistics
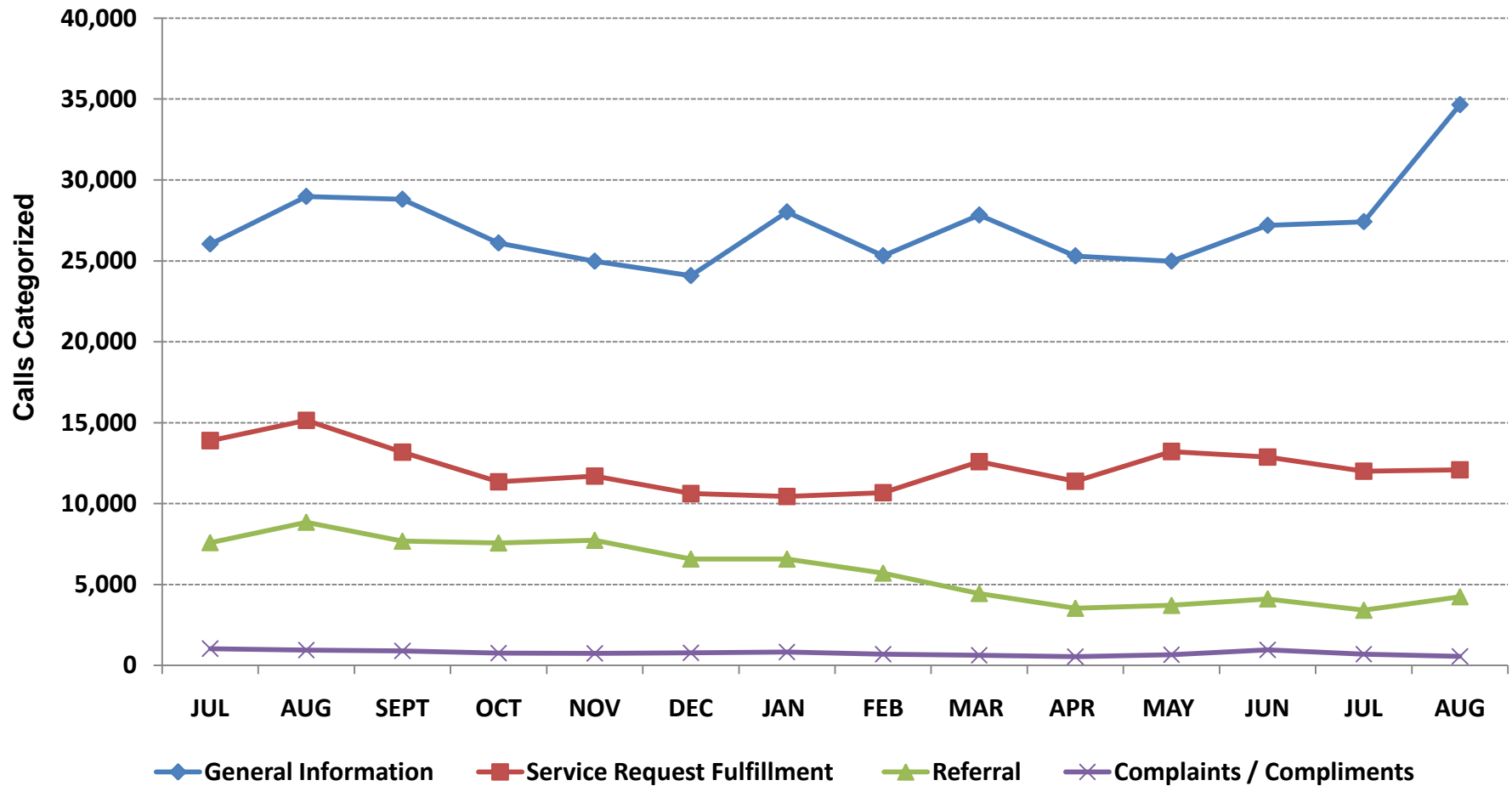
Top 25 Solution Areas From June Through August

Organization Name	Solution Name	# of CR	Rank
DOT	Ride On bus trip planning/location/status/scheduled arrival time	19013	1
FIN	Requests to discuss property tax bill	6826	2
DEP	Bulk Trash Pick-Up Request	6678	3
PIO	Directory Assistance	6107	4
DEP	Scrap Metal Pick-Up Request	6047	5
PIO	Hang Up or Dropped Call	5530	6
DEP	Bin Request - New (Recycling)	4337	7
Non-MCG	MANNA Food Center Referral	2484	8
DEP	How To Recycle/Dispose of...	1792	9
DPS	Schedule DPS Building Construction Related Permitting Inspections	1523	10
DHCA	Landlord Tenant (LT) complaints, disputes or issues	1513	11
DPS	Contacting a Zoning Specialist	1476	12
DPS	Name and telephone number of DPS building inspector	1414	13

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Top 25 Solution Areas From June Through August

Organization Name	Solution Name	# of CR	Rank
DHCA	Housing Complaints	1390	14
FIN	Information printed on the tax bill	1312	15
DPS	Information on the building codes applicable to a specific project	1306	15
DOT	Ride On Complaint - Service	1290	17
FIN	Dates for tax bill mailing	1219	18
DEP	Bin Pick-Up (Recycling)	1211	19
DPS	Building & Construction Services	1115	20
DEP	Unacceptable for Collection (For Use by SWS Field Staff Only)	1110	21
Non-MCG	Non-MCG Call	1094	22
DEP	Transfer Station Questions (Montgomery County)	1026	23
Non-MCG	Requests to discuss property tax bill/assessment/credits	960	24
DEP	Field check required for Division of Solid Waste Services	797	25

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MC311 Customer Service Center Utilization:
Performance Metrics Defined

Category	Definition
Call Volume	Total # of calls that come in to the phone lines
Call Answer Rate (Average)	Average % of calls that that come into the switch and are answered by a CSR
Abandoned Call Rate (Average)	Average % of calls that come into the switch, but are not answered by a CSR
Scheduled Customer Service Representatives (CSRs)	Total number of CSRs that are scheduled to work on any given day
Actual CSRs	Total number of CSRs who are present and logged into the system
Occupancy Hours (Average)	Average number of hours that a CSR is either taking calls, in after call work or available to take calls.
Average Speed to Answer	Average amount of time it takes to reach a CSR after the Welcome announcement
Average Hold Time	Average amount of time a customer is put on hold during a call
Average Handle Time	Average time it takes a CSR to speak with a customer per call
Average After Call Work	Average Time CSR taking after speaking to a customer before becoming available to work per call
Total Service Requests Generated	Total number of Service Requests created in the MC311 CRM system by a CSR
Accuracy Rate	Actual rate of Service Requests with no errors according to stated standards

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MC311 Customer Service Center Performance:
Call Center Customer Request Performance Metrics

Category	Goal	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
Total Customer Requests Generated	N/A	40,084	45,594	43,381	39,241	38,511	32,579	39,236	38,426	43,763	38,902	39,539
Accuracy Rate	98%	96.3%	97.9%	98.9%	99.5%	99.6%	99.5%	99.5%	99.3%	99.9%	99.8%	99.7%

Category	Goal	JUN '11	AUG '11	SEP '11
Total Customer Requests Generated	N/A	44,350	40,595	52,945
Accuracy Rate	98%	99.5%	99.6%	99.7%

- **Accuracy rate was previously pulled solely from a dashboard report in Siebel that captures the number of customer request (CRs) errors made each day by CSRs.**
- **Accuracy percentage is calculated using the total number of CRs created by the CSR.**
- **The new calculation for Accuracy includes the number of errors from the Siebel report and the number of errors from the CR error spreadsheet**

MC311 Customer Service Center Performance:
Service Level and Call Handling Performance Metrics

Category	Goal	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
Call Volume		51,150	46,159	52,480	57,658	46,484	42,714	46,823	43,245	43,763	38,902	39,539
Call Answer Rate (Average)	95%	97.5%	98.1%	97.8%	97.7%	97.7%	97.4%	95.5%	96.5%	98.6%	98.6%	98.6%
Abandoned Call Rate (Average)	5%	2.5%	1.9%	2.2%	2.3%	2.3%	2.6%	4.5%	3.5%	1.4%	1.4%	1.4%
Average Speed to Answer	0:20	0:15	0:13	0:11	0:09	0:17	0:13	0:34	0:18	0:17	0:18	0:19
Average Hold Time	0:30	0:43	0:43	0:46	0:45	0:34	0:33	0:35	0:36	0:38	0:35	0:33
Average Handle Time	2:30	3:08	3:09	3:06	3:07	1:44	1:35	1:35	1:39	3:05	2:57	3:03
Average After Call Work	1:30	1:19	1:14	1:15	1:12	0:54	1:10	1:30	0:59	0:58	0:51	0:51

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MC311 Customer Service Center Performance:
Service Level and Call Handling Performance Metrics (2 of 2)

Category	Goal	JUN	JUL	AUG
Call Volume		44,350	40,362	51,785
Call Answer Rate (Average)	95%	98.4%	98.1%	98.1%
Abandoned Call Rate (Average)	5%	1.6%	1.9%	1.9%
Average Speed to Answer	0:20	0:24	0:25	0:14
Average Call Handling Time	3:00	5:09	5:06	3:27
Average After Call Work	1:30	1:13	1:11	0:57

Based on previous CountyStat sessions, it was agreed that the separate measures for average hold and handle time will be combined to more accurately reflect the call taking process

Previous Measures

Category	Goal
Average Hold Time	0:30
Average Handle Time	2:30

Current Measure

Category	Goal
Average Call Handling Time	3:00

MC311 Customer Service Center Performance:
Average Speed to Answer Call – Quarterly Range

Speed to Answer	June	% of Calls	July	% of Calls	August	% of Calls
Total	44,219	% of Calls	40,362	% of Calls	51,797	% of Calls
0-10	33,809	76.46%	29,574	73.27%	35,660	68.85%
11-25	6,751	15.27%	6,944	17.20%	9,973	19.25%
26-60	2,942	6.65%	2,839	7.03%	4,831	9.33%
61-120	559	1.26%	827	2.05%	1,020	1.97%
121-140	49	0.11%	47	0.12%	98	0.19%
141-220	90	0.20%	84	0.21%	154	0.30%
221-280	7	0.02%	21	0.05%	24	0.05%
281-320	1	0.00%	13	0.03%	13	0.03%
321-420	6	0.01%	13	0.03%	11	0.02%
421+	5	0.01%	-	0.00%	13	0.03%

Average Speed to Answer	Average amount of time it takes to reach a CSR after the Welcome announcement

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MC311 Customer Service Center Performance:
Average Hold Time – Quarterly Range

Hold Time	June	% of Calls	July	% of Calls	August	% of Calls
Total	44,220	% of Calls	40,415	% of Calls	51,745	% of Calls
0:00 - 0:30	29,846	67.49%	27,344	67.66%	37,882	73.21%
0:31 - 1:00	7,136	16.14%	6,549	16.20%	6,555	12.67%
1:01 - 1:30	3,739	8.46%	3,518	8.70%	3,984	7.70%
1:31 - 2:00	1,882	4.26%	1,979	4.90%	2,022	3.91%
2:00 - 2:30	726	1.64%	440	1.09%	612	1.18%
2:31 - 3:00	465	1.05%	205	0.51%	258	0.50%
3:01 - 3:30	167	0.38%	191	0.47%	200	0.39%
3:31 - 4:00	81	0.18%	121	0.30%	72	0.14%
4:01 - 4:30	58	0.13%	19	0.05%	19	0.04%
4:31 +	120	0.27%	49	0.12%	141	0.27%

Average Hold Time	Average amount of time a customer is put on hold during a call

MC311 Customer Service Center Performance:
Average Handle Time – Quarterly Range

Handle Time	June	% of Calls	July	% of Calls	August	% of Calls
Total	44,220	% of Calls	40,362	% of Calls	51,745	% of Calls
0:00 - 1:00	90	0.20%	2	0.00%	81	0.16%
1:01 - 2:00	6,295	14.24%	8,503	21.07%	8,554	16.53%
2:01 - 2:30	8,739	19.76%	6,523	16.16%	8,698	16.81%
2:31 - 3:00	7,984	18.06%	6,393	15.84%	10,246	19.80%
3:01 - 3:30	8,766	19.82%	7,672	19.01%	8,901	17.20%
3:31 - 4:00	5,758	13.02%	5,632	13.95%	5,883	11.37%
4:01 - 4:30	3,879	8.77%	2,638	6.54%	4,230	8.17%
4:31 - 5:00	1,167	2.64%	1,187	2.94%	2,440	4.72%
5:01+	1,542	3.49%	1,812	4.49%	2,712	5.24%

Average Handle Time	Average time it takes a CSR to speak with a customer per call

MC311 Customer Service Center Performance:
After Call Work – Quarterly Range

After Call Work	June	% of Calls	July	% of Calls	August	% of Calls
Total	44220	% of Calls	40,362	% of Calls	51,745	% of Calls
0:00 - 0:30	6675	15.09%	7,459	18.48%	13,888	26.84%
0:31 - 1:00	19734	44.63%	16,902	41.88%	18,504	35.76%
1:01 - 1:30	8975	20.30%	7,317	18.13%	10,431	20.16%
1:31 - 2:00	3645	8.24%	4,501	11.15%	5,333	10.31%
2:01 - 2:30	2281	5.16%	2,431	6.02%	2,326	4.50%
2:31 - 3:00	1849	4.18%	963	2.39%	858	1.66%
3:01 - 3:30	724	1.64%	331	0.82%	166	0.32%
3:31 - 4:00	70	0.16%	128	0.32%	103	0.20%
4:01+	267	0.60%	330	0.82%	136	0.26%

Average After Call Work	Average Time CSR taking after speaking to a customer before becoming available to work per call

MC311 Customer Service Center Performance:
Occupancy/ Internal Operations Performance Metrics (1 of 2)

Category	Goal	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
Scheduled Customer Service Representatives (CSRs)	N/A	1131	1106	1092	1004	736	917	936	865	935	815	865
Actual CSRs	N/A	1056	1047	984	973	700	865	870	813	912	779	842
CSR Attendance Rate	N/A	91%	91%	93%	97%	91%	93%	88%	98%	96%	96%	97%
Occupancy Hours (Average)	7:25 Hours	5:41	7:27	7:34	7:24	7:53	8:08	7:58	7:34	7:00	7:26	7:12

> **MC311 continually evaluates a number of staffing lessons learned that will guide future operations.**

All averages are weighted. Occupancy hours are adjusted to remove scheduled and unscheduled break time.

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MC311 Customer Service Center Performance:
Occupancy/ Internal Operations Performance Metrics (2 of 2)

Category	Goal	JUN	JUL	AUG
Scheduled Customer Service Representatives (CSRs)	N/A	823	846	952
Actual CSRs	N/A	780	820	914
CSR Attendance Rate	N/A	95%	97%	96%
Occupancy Hours (Average)	7:25 Hours	6:49	6:38	6:49

MC311 working to improve occupancy by more closely monitoring unscheduled breaks and assuring CSRs select correct codes when away from the phones.

All averages are weighted. Occupancy hours are adjusted to remove scheduled and unscheduled break time.

Discussion of MC311 Customer Survey Data

- **Dates Administered**: 8/15/2011 - 9/6/2011
- **Distribution Method:** Email
- **Population Included:** Any MC311 Customer Who Provided an Email Address Between 6/15/11-7/15/11
- **Next Survey Administration:** April 2012

Final Survey Completion Statistics	Sep 2010		Jan 2011		Apr 2011		Sep 2011	
	Total	**Percent**	**Total**	**Percent**	**Total**	**Percent**	**Total**	**Percent**
Population Sent To:	2,097	N/A	1,691	N/A	1,627	N/A	1,392	N/A
Less Email Bounces:	173	8%	111	7%	149	9%	121	9%
Population Receiving Survey Email:	1,924	92%	1,580	93%	1,478	91%	1,271	91%
Total Responses (includes Opt Outs):	**367**	**19%**	**304**	**19%**	**189**	**13%**	**202**	**16%**
Request Opt Outs:	27	1%	30	2%	25	2%	40	3%

Discussion of Initial MC311 Customer Survey Data:
MC311 Customer Self Identification Variables

How many times in the past month did you contact the MC311 Customer Service Center by either dialing 311, 240-777-0311 or one of the 26 other department numbers that now come to 311?

	September 2010		January 2011		April 2011		September 2011	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
Once	55.3%	203	36.2%	110	36.0%	68	36%	73
Between 2-5	37.1%	136	49.0%	149	45.5%	86	53%	107
Between 6-10	4.1%	15	7.2%	22	9.0%	17	5%	10
Greater Than 10	0.8%	3	3.0%	9	4.2%	8	4%	8
Don't Know	2.7%	10	4.6%	14	5.3%	10	2%	4

64 % of survey participants indicate that they are using MC311 on more than one occasion.

Discussion of Initial MC311 Customer Survey Data:
MC311 Customer Self Identification Variables

Regarding your most recent call, what was the purpose of the call?								
	September 2010		January 2011		April 2011		September 2011	
	Percent	Count	Percent	Count	Percent	Count	Percent	Count
Ask a Question	34.9%	128	35.5%	108	30.7%	58	31%	62
Report a Problem	28.1%	103	30.3%	92	18.0%	34	24%	48
Request Services	28.3%	104	26.0%	79	40.2%	76	34%	68
Miscellaneous	5.4%	20	3.6%	11	4.2%	8	8%	17
Other	3.3%	12	4.6%	14	6.9%	13	4%	7

Since the April survey, the highest percentage of respondents continue to call to "request a service" as opposed to "ask a question".

Discussion of Initial MC311 Customer Survey Data:
MC311 Customer Satisfaction

Please rate your level of satisfaction with the following for your most recent contact to the MC311 Customer Service Center:		Extremely Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Extremely Dissatisfied	Response Count
The time it took to reach a representative	September 10	38%	39%	10%	6%	7%	366
	January 11	35%	42%	11%	8%	4%	297
	April 11	32%	42%	8%	7%	10%	185
	September 2011	37%	46%	6%	6%	5%	202
The handling of your call	September 10	41%	31%	9%	8%	11%	349
	January 11	31%	41%	10%	11%	7%	287
	April 11	35%	32%	10%	12%	11%	178
	September 2011	39%	39%	8%	9%	5%	195
Your overall experience during the call	September 10	40%	31%	9%	9%	11%	349
	January 11	31%	40%	13%	11%	6%	287
	April 11	34%	35%	10%	11%	10%	178
	September 2011	37%	42%	8%	8%	5%	196

**79% of the survey participants rated their overall MC311 experience during the call as satisfactory or better.
This is a increase of 14% from last period.**

CountyStat

Discussion of Initial MC311 Customer Survey Data:
MC311 Call Service Representative Ratings

Was the Customer Service Representative able to resolve your issue?					
January 2011		April 2011		September 2011	
Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count
Yes 51.3%	156	56.1%	106	57.4%	116
No 32.6%	99	31.7%	60	31.7%	64
Not Sure 16.1%	49	12.2%	23	10.9%	22

The April survey demonstrated a 2% increase in respondents who felt the Customer Service Representative was able to resolve their issue.

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MC311 Areas of Current and Future Focus:
Customer Service Center (CSC)

- **Increase opportunities for first call resolution and decrease customer wait time during internal transfers by adding additional trained CSRs to Tier 2 queues (Spanish (13) , FIN (7), HHS (12))**

- **Finalize Strategic Training Plan that includes nationally recognized Customer Service Certification to assure consistency of customer service excellence**

- **Adjust minimum staffing levels and peak intervals to reflect increase in call volume**

- **Meet ongoing requirements for additional telecom/Avaya expertise and resourcing**

- **Conduct reclassification of transferred employees using newly approved Customer Service Representative I & II classifications**

- **Further develop a workforce management system to assist with data monitoring and tracking**

CountyStat

MC311 Areas of Current and Future Focus:
Program Management Office (PMO)

- **Strategic Planning Initiative (SPI) is currently underway to develop and/or improve internal business processes across all MC311 operational units, with formal documentation in a two-year plan**

- **Upcoming deployment of DEP Online SRs for Bulk Trash & Scrap Metal – October 2011**

- **Integrate with DOT's new Debris Management System**

- **Investigate consumption of DOT's Tree Management System**

- **Prototype ability to stand-up a "mobile" call-taking unit outside the Rockville core**

- **Develop Smart App Suite (iPhone, Android, RIM)**

CountyStat Observations and Recommendations

- **MC311 needs to refine their existing adhoc internal performance data reporting system to ensure better accuracy**

- **MC311 should work with CountyStat to develop a dashboard, accessible by all departments, which provides real-time service-level agreement aging reports**

- **MC311 should work with CountyStat to develop a dashboard that serves as a macro-level performance management tool for the CAO**

- **MC311 should identify opportunities to further include geospatial analysis and geo-coding of customer/service request data**

Next Steps and Follow-Up Items

CountyStat